

Small Drinking Water and Wastewater Utility NIMS Implementation Guide

This document was prepared with funds under a cooperative agreement with the Department of Homeland Security and Texas Rural Water Association # EMW-2006-CA-1110. This guide will be updated following the release of the revised NIMS in June of 2007.



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How to Use This Document

This document was designed to be used by drinking water and waste water utilities in small communities to implement the baseline requirements of the National Incident Management System (NIMS). NIMS is a comprehensive approach to preparedness and disaster recovery. This guide translates and explains the NIMS guidance for the water sector by identifying the components of NIMS that are specifically applicable to water utilities for a localized response to a disaster as well as the standardized procedures to be implemented when responding to a large scale incident as part of a national response team.

The response to all incidents begins at the local level and this guide primarily focuses on incorporating the NIMS methodology into your existing Emergency Response Plan. The sections that are broader in scope and specifically pertain to large-scale recovery efforts have been marked in green with this symbol . Each section of the guide is followed by a task that asks a question or series of questions to ensure you have included specific components of NIMS into your emergency response plan. All tasks are marked by this symbol . However, some of the tasks in this guide cannot be completed/answered until an actual emergency response effort is underway and those have been color coded in red.

In addition, Appendix A includes other requirements the utility must complete to be fully NIMS compliant. Many of these activities can be fulfilled by completing the NIMS compliance tool within the SEMS software (to follow this document). There are a few additional training requirements not provided in this guide, specifically the ICS100 and ICS700 NIMS Introduction, but both are identified in the metrics checklist included in this



appendix. Appendix B includes an "Incident Management" field guide that should be used as a checklist when the utility has to implement their emergency response plan.



I INTRODUCTION AND OVERVIEW



INTRODUCTION AND OVERVIEW

The National Incident Management System (NIMS) is a, "comprehensive national approach to incident management, applicable to all jurisdictional levels and across functional disciplines that would improve the effectiveness of emergency response providers and incident management organizations across a full spectrum of potential incidents and hazard scenarios." NIMS also calls for a standardized organizational structure and action procedures for responding to emergencies that is termed the "Incident Command System" (ICS).

Your emergency response plan should incorporate the standard terminology and structure that is outlined in the National Incident Management System – which contains the components of the Incident Command System. NIMS is a complex holistic document that covers every aspect of a response – from National to State to local and tribal responsibilities. This document has been developed to help small water and wastewater utilities that serve less than 10,000 people to incorporate NIMS into their emergency response plans (ERP). Since some of the components of NIMS are broader in scope and impossible for small utilities to implement, only those components that are needed for a response at the local level will be incorporated into the utilities ERP.

A complete overview of the process is provided below so that the user can understand their roles and responsibilities in recovery efforts. Depending on the size of the incident, the utility may be the Incident Command itself or a part of a unified command structure. In a national recovery effort, the National Response Plan (NRP) aligns Federal coordination structures, capabilities, and resources into a unified, all-discipline, and all-hazards approach to domestic incident management. Part of the NRP describes what resources the federal government may be able to provide if local and state resources are overwhelmed and the federal government is requested to help. Under Emergency Support Function #3, Public Works and Engineering, the U.S. Army Corps of Engineers leads the federal government's response to the water sector

¹ NIMS Incident Management Guide



with support of other agencies including U.S. Environmental Protection Agency (EPA).

NIMS is a unified approach to incident management that emphasizes preparedness, mutual aid and resource management. The six major components are

- Command and Management
- Preparedness
- Resource Management
- > Communications and Information Management
- > Supporting Technologies (Not applicable to this guidance)
- Ongoing Management and Maintenance (Not applicable to this guidance)

For more information go to the NIMS training page at www.fema.gov/emergency/nims/nims_training.shtm.



II COMMAND AND MANAGEMENT



COMMAND AND MANAGEMENT

Incident Command System (ICS)

ICS is the core organizational structure for NIMS. Specifically, ICS is a management system designed to enable effective and efficient domestic incident management by integrating a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure. Using this system is required for NIMS compliance. It is used by all levels of government – Federal, State, Local and Tribal and has five major components: command, operations, planning, logistics, and finance and administration. In many cases, your existing Emergency Response Plan will have already covered most of these concepts. However, translating them to be consistent with the ICS terminology and structure is important to ensure your system is prepared to effectively work with any and all outside agencies or organizations in response to an emergency.

Personnel and Responsibilities

Command Staff

The ICS defines 5 critical categories of staff required to manage a response. It is understood that in many cases small utilities will have staff handling multiple assignments. You need to identify the command staff that will be responsible for the overall management of an incident affecting your utility.

Incident Commander (IC)

The IC is responsible for all response and recovery management and will coordinate and organize all other staff. The designated IC will develop the incident objectives on which subsequent incident action planning will be based. The IC will approve the Incident Action Plan (IAP) and all requests pertaining to the ordering and releasing of incident resources.



⇒ Who should be your incident commander?

Public Information Officer (PIO)

The PIO is responsible for interfacing with the public and media and/or with other agencies with incident-related information requirements. The PIO develops accurate and complete information on the incident's cause, size, current situation and resources committed.

Who should be your public information officer?

Safety Officer (S0)

The SO monitors incident operations and advises the LIC on all matters relating to operational safety, including the health and safety of emergency responder personnel.

⇒ Who should be your designated safety officer?

Liaison Officer (LNO)

The LNO is the point of contact for representatives of other governmental agencies, nongovernmental organizations, and/or private entities.

Who should be your designated liaison officer?

General Staff

The general staff represents and is responsible for the functional aspects of the incident command structure. This is your local response team who will be tasked with disaster recovery and securing your utility immediately after the incident and eventually repairing your system to restore proper functionality. This staff should consist of people like your distribution system maintenance personnel, system operators and facility maintenance personnel. You should consider identifying lead staff for each of the following categories of organization: operations, planning, logistics, and finance/administration. It is understood that in many small communities these staffing assignments will be fulfilled by one or a few individuals.



<u>Operations</u> - The operations section is responsible for all activities focused on reduction of the immediate hazard, saving lives and property, and establishing situational control and normal operations. Typically the operations staff will develop and implement strategy and tactics to carry out the incident objectives, organize and assign tactical field resources, and supervise those resources in the Staging Area.

<u>Planning</u> - The planning staff collects, evaluates, and disseminates incident situation information and intelligence, prepares status reports, and maintains status of resources assigned to the incident. This section also develops the Incident Action Plan which helps coordinate all staff and procedures.

<u>Logistics</u> - The logistics staff is responsible for all support requirements needed to facilitate effective and efficient incident management, including ordering resources from off-site locations. It also provides facilities, transportation, supplies, fuel, food, and emergency responder medical services.

<u>Finance/Administration</u> - A finance/administration section is established when the utility involved requires finance and other administrative support services. Not all incidents will require a finance/administration section but it can be used to organize all compensation, claims, supplies, equipment, repair costs etc. related to the incident.

Who should be the designated person for each of the above general staff? (This may be one person)

Name: Title:

Functional Responsibilities: Op, P, L, FA (circle)

Name: Title:

Functional Responsibilities: Op, P, L, FA (circle)



Name: Title:

Functional Responsibilities: Op, P, L, FA (circle)

Predesignated Facilities and Areas

Incident Command Post

Every incident must have an Incident Command Post. The ICP should be upwind from any hazardous materials releases, easily accessible to responders, and likely to have sustained communications systems and power. Note: an ICP may be as simple as the pickup truck of the first person to respond, until a better ICP is identified or needed.

Ideally where should your incident command post be?

Incident Base

An incident base is the location at which primary support activities are conducted. A single incident base is established to house all equipment and personnel support operations. The incident command post will likely serve as a dual functional unit for the incident base. However, in some communities the base may serve as a tactical operations center on scene.



If an incident base is needed, where is the best location for it?

Mobilization and Staging Areas

Staging areas are established for temporary location of available resources. A staging area can be any location in which personnel, supplies, and equipment can be temporarily housed or stored while waiting for operational assignment.

> If mobilization and staging areas are needed, where is the best location for them to be located?





Multi-agency Coordination Systems

Multi-agency Coordination Entities

Incidents that cross disciplinary or jurisdictional boundaries will require multi-agency coordination that will include organizations such as the state Emergency Management Agency (EMA) or the state DHS's equivalent. The state EMA is a comprehensive network of stage and regional responders organized and managed by the state. Your system will be a part of this coordination team to help:

- ✓ Acquire and allocate resources
- ✓ Establish priorities
- ✓ Provide strategic coordination

Your local incident commander will likely be responsible for working with the multi-agency coordination entity. If command is transitioned to an outside Incident Commander:



What staff from your internal notification plan (SEMS ERP) will be assigned to the ICS?

Is anyone from Water system on the Incident Management Team (IMT)? If so, who? If not where does the utility fit (e.g. operations, planning, logistics, or finance).



I understand this organizational structure, yes/no

Emergency Operations Center (EOC)

An EOC is the central location where information is exchanged and responsibilities are assigned to respond to an incident. The EOC is usually



located in close proximity to the incident. The difference between an Incident Command Post and an EOC is the EOC is setup in response to larger incidents where multiple agencies will be tasked with recovery and your incident command post handles localized incidents. The EOC will likely be determined by the situation and will be managed by the jurisdictional authorities.



Public Information Systems

Public Information Systems are used to communicate timely and accurate information to the public and responders before, during, and after incidents. Well developed public information strategies and communications plans ensure life saving measures, evacuation routes, threat and alert systems and other public safety information is coordinated and communicated to numerous audiences. Public Information Systems provide processes, procedures and organizational structure to implement information strategies and plans, at all levels of government during an incident. Typically information and communications will happen in the "joint information center" (JIC). The specific communication plan for a local utility is described in Section (V) – Communication and Information Management.



III PREPAREDNESS



III PREPAREDNESS

Preparedness Organization

Effective incident management begins with a host of preparedness activities conducted on a "steady state" basis, well in advance of any potential incident. Preparedness involves an integrated combination of planning, training, exercising, and organizing qualified and/or credentialed personnel and standardized equipment. As part of your emergency response plan you should identify all of the organizations that will assist you in the event of an emergency. The most likely organizations that will be involved in the response and recovery effort include your State Rural Water Association, state primacy agency, the local emergency planning committee, local health department, local elected officials, and the local police and fire departments. If the emergency is a state or nationwide effort, the local incident commander will become part of the Unified Command structure which is briefly described in Chapter II. If the response gets to a magnitude of this level, other preparedness organizations that you need to coordinate with will include the Department of Homeland Security - including the Federal Emergency Management Agency (FEMA), and the Environmental Protection Agency (EPA).

At a minimum, you should coordinate with and share your emergency response plan with local entities and practice it through tabletop exercises to ensure everyone is aware of their functions in the event of an emergency. Prior to an emergency your utility should make sure to contact locally elected officials and emergency responders to assign roles and responsibilities. One of the most important questions that must be resolved is who will be in charge during an emergency. In most communities, the initial response to incidents is typically handled by local "911" dispatch centers and emergency responders and therefore will initially be in charge of coordinating emergency response efforts. However, your utility must be intimately involved during the decision making process and everyone should be aware of their own roles and responsibilities prior to an incident.



Who is in charge?

→ What responsibilities does other organizations/utility staff have to support the person in charge?

Preparedness Programs

Preparedness programs will be discussed in further detail in the next section and will review your emergency response plan (ERP), the training and exercises involved with practicing your ERP, the qualifications of the people responding to an emergency, the equipment that will be used during an emergency, and the mutual aid network that should be a member of.

Preparedness Planning

All of the planning for an emergency should be included in your ERP so you manage an incident with maximum efficiency. With the proper preparation of your ERP all of the necessary required NIMS components can be included in your emergency response plan. The NIMS calls for a general Emergency Operations Plan (EOP), procedures for responding to specific emergencies, preparedness plans for training and exercises, corrective actions/mitigation plans that describe how to integrate lessons learned into your response procedures, and recovery plans for long term recovery of your utility beyond restoring immediate service. Each of these is described below:

<u>Emergency Operations Plan</u> – The EOP S is essentially your emergency response plan and can be followed for responding to any emergency.

→ Do you have an EOP/ERP?

<u>Procedures</u> – Specific action plans for responding to "pre-described" losses. This would include items such as "rip and run" guides for use in the field. Typical procedures would include response and recovery for critical pumps, chlorine tanks, and other critical infrastructure.

Do you have "rip and run" procedure guides for responding to loss of critical infrastructure?

<u>Preparedness Planning</u> – Practicing typical emergency response exercises is important for maximizing recovery efficiency. These exercises are sometimes



called "table-top" response training. During "table-top" exercises all response personnel should be involved such as fire, police, utility staff, and state and local officials. You should also have functional and full-scale exercises. There is more information available at the EPA on how to best organize and conduct tabletop exercises in their "Emergency Response Tabletop Exercises for Drinking Water and Wastewater Systems".

→ Have you practiced your ERP?

<u>Corrective Action and Mitigation Plans</u> – After an emergency or after practicing your ERP you should revise your corrective actions and mitigation plans. You should also consider including a local public health group and other local emergency responders when practicing your ERP.

Have you revised your ERP based on the lessons learned from exercises or from responding to an emergency?

Recovery Plans – Procedures for immediate recovery are important. However, a utility must have long-term plans that will sustain full recovery fo the utility as well.

Does your ERP identify long-term recovery procedures?

Mutual Aid/Assistance Agreements

All utilities are encouraged to sign a mutual aid/assistance agreement and become part of a mutual aid network within your state. You can contact your state rural water association or state primacy agency for more information about the mutual aid networks available in your state. In some cases mutual aid networks are set up as a committee with utility associations and other authorities as the governing body – known as Water/Wastewater Agency Response Networks (WARN Networks) to develop the mutual aid and assistance agreements. Other networks include mutual aid assistance networks set up to help small and rural utilities such as the Texas Rural Water Associations "Rural Water Emergency Assistance Cooperative".

The NIMS sets minimum standards that should be included in any mutual aid agreement that a utility signs. These include definitions of key terms; roles and



responsibilities of individual parties; procedures for requesting and providing assistance; procedures, authorities and rules for payment, reimbursement, and allocation of costs; notification procedures; protocols for interoperable communications; relationships with other agreements among jurisdictions; workers compensation; treatment of liability and immunity; recognition of qualifications and certifications; and sharing agreements. An example of a mutual aid agreement that incorporates many of the lessons learned from the 2004-2005 hurricane season and incorporates all of the NIMS required components is included as Appendix C.

ls your utility a part of a local or statewide mutual aid network?



IV RESOURCE MANAGEMENT



IV RESOURCE MANAGEMENT

Resource management involves coordinating and overseeing the application of tools, processes, and systems that provide incident managers with timely and appropriate resources during an incident as well as procedures to obtain reimbursement for the resources expended. Resources include personnel, teams, facilities, equipment, and supplies.

A. Resources and Equipment

What resources can you identify will be useful in an emergency?

| 1. Rescue Equipment: |
|------------------------------|
| 2. Medical Equipment: |
| 3. Technical Equipment: |
| 4. Communications Equipment: |
| 5. Logistics Equipment: |
| 6. Other: |

B. Credentialing and Certifying Emergency Response Personnel

By completing the NIMS training in this guide, updating your emergency response plan using SEMS, and completing the checklist in Appendix A you will be NIMS certified. It is recommended that everyone in your utility and the locally elected officials responsible for making decisions about your utility should be NIMS certified.

Are you and your staff NIMS certified?



C. Typing (Categorizing) Resources

The NIMS is designed to standardize terminology for equipment and resources needed to prepare for and respond to emergencies. In the event you need to request additional resources from Federal or State agencies you will need to use the terminology in Appendix D.

D. Reimbursement and Tracking Resources

Each utility must have procedures in place for FEMA reimbursement. This includes a system to track resource expenditures (both equipment and personnel). This could be as simple as designating a single person to document everything that was used to recover from the incident. Appendix D has a FEMA Reimbursement timeline that helps to map out the different reporting requirements and when they are due to FEMA.

⇒ Who on your staff will be recording expenditures for reimbursement?



V COMMUNICATION AND INFORMATION MANAGEMENT



A. Incident Management Communications

The primary means to communicate during an emergency will be by using your "Incident Radio Communication Plan" (SEMS). Also, Appendix E is the ICS 205 form that can help further document this plan. In this section you will want to consider how to communicate during an emergency so that everyone has a common frequency to transmit information. You will need to identify the following components:

- Radio There are many different frequencies and channels that emergency responders utilize. You need to select the radio channel that will be used by the local emergency response team
- Cell Phone Every employee and potential emergency responder should have their cell phone number document, confirmed and updated regularly.
- HAM Radio In some cases the local police or emergency responders will use HAM radios to communicate. You should be able to access that frequency of radio communication. Note: Only licensed Ham operators can use ham radio.
- Central land line phone If land lines are functional, a utility should designate a single number for everyone to use a communication means. This will likely be the phone number where your incident command post will be located.
- Other communication mechanisms Some utilities may want to also identify other means of communication such as email or text messaging.

B. Information Management

Information management is how to document, handle and disseminate all information related to an incident. This should include preparing and updating information in your emergency response plan, developing policies to formulate public notifications and procedures to assess the information gathered from an incident.



(a) Pre-incident Information

Prior to an incident, utilities should practice their emergency response plan. This should include incorporating lessons learned and common terminology used in the ICS. All pre-incident information must be included. Of particular importance is documenting and having access to utility specific information – such as utility treatment and distribution system maps.

→ Have you updated your emergency response plan annually? Date of latest revision? Person responsible?

→ Do you have a utility treatment and distribution system map (e.g. GIS) and a local area map (i.e. town/county road map)?

(b) Incident Notification and Situational Reports

Utilizing common incident notification information systems such as the Water Information Sharing and Analysis Center (WaterISAC) or the Homeland Security Information Network (HSIN) will enable communities to report information to a national system that can handle data queries and intelligence assessments to analyze incident trends. These systems standardize the data transmission process. While not everyone has access to these systems and it will not be necessary for all incidents to report to these systems, you should have a standardized reporting plan in place to share information with the local EOC and state primacy agency.

→ Do you know how to use WaterISAC or HSIN to report incident information?

Notification at the local level will depend on the specific incident and will most likely rely on your public notification plan that should be a component of your existing Emergency Response Plan. Your ERP should also contain procedures to notify federal and state officials.

Do you have a public notification plan?

Does it include how you will notify federal, state and local officials?



(c) Analytical Data

When an incident is suspected to have contaminated your supply you will need to have a standard procedure in place to collect and analyze samples. Your existing Emergency Response Plan should have a sampling plan that identifies: equipment, personnel, and sampling protocols. While procedures for reporting the data to state and federal officials will most likely be determined by the staff of the Emergency Operations Center (EOC) it is important to have system in place to properly record your sampling data.

→ Do you have a document samples plan?



APPENDICIES



APPENDIX A

NIMS Compliance Checklist



National Incident Management System Compliance Checklist

By checking off any of the following answers you are in compliance with each question. Each question requires an affirmative response to be in compliance with NIMS. One of the 2007 requirements is that you have evaluated your baseline compliance with previous years NIMS requirements. To meet this requirement, the utility should complete the SEMS module (INSERT TITLE). By completing this module the utility will meet all the requirements that were specified for compliance by the NIMS integration Center

| Have you formally adopted NIMS as you're your official incident response system? | | | | |
|--|--|--|--|--|
| | The Utility has received a certificate of completion from the rural water training that accompanies the ""INSERT FINAL TITLE OF PAPER SMALL SYSTEM TEMPLATE" | | | |
| | The utility has attended a NIMS Capability Assessment Support Tool (NIMCAST) Training. | | | |
| 2. Have you incorporated the Incident Command System as your official ncident response plan? | | | | |
| | The utility has incorporated NIMS into their emergency response plan using the SEMS module (TITLE) or | | | |
| | The utility has incorporated NIMS into their emergency response plan using the "INSERT FINAL TITLE OF PAPER SMALL SYSTEM TEMPLATE" | | | |
| - | aware of and utilizing when appropriate DHS Federal Preparedness coordinate response activities? | | | |
| | The utility has coordinated with local and/or county officials to ensure they are aware of the utilities commitment to utilize the NIMS resource tracking and reimbursement components in their emergency response plan. | | | |
| | The utility is actively promoting response activities utilizing DHS federal funds available at www.fema.gov/emergency/nims . | | | |
| _ | | | | |



| | _ | regularly updates their emergency response plan and any other lent response standard operating procedures |
|------|----------------------|--|
| | | The utility utilizes the SEMS module (INSERT NAME) to update their emergency response plan to incorporate updates to the NIMS requirements and when appropriate revises their emergency response plan based on lessons learned from previous incidents. The utility has updated their emergency response plan based on table top exercises on a regular basis and incorporates new NIMS requirements into their ERP. |
| | he utility greeme | participates in an intrastate and/or interagency mutual aident |
| | | The utility is a member of a mutual aid network (typical networks include Statewide Water and Wastewater Utility "WARN networks" or small utility networks such as the Alabama Rural Water Small Utility Mutual Aid Network or the Texas Rural Water Emergency Assistance Cooperative). |
| | | The Utility has an independent mutual aid agreement with other utilities in the state to provide assistance during a response. |
| work | ers, first | personnel, including entry level first responders and disaster recovery line supervisors, middle managers, and command and general staff eted the "IS-700 NIMS: An introduction" |
| | | All personnel who will be responsible for recovering from an incident have completed this training on-line and have the certificate on-file. (Training available at http://training.fema.gov/EMIWeb/IS/is700.asp |
| | | All personnel who will be responsible for recovering for an incident have completed this training through a certified trainer and received a completion certificate |
| work | ers, first | personnel, including entry level first responders and disaster recovery line supervisors, middle managers, and command and general staff eted the "ICS-100" Training: |
| | | All personnel who will be responsible for recovering from an incident have completed this training on-line and have the certificate on-file. (Training available at www.training.fema.gov/emiweb/IS/is100.asp |
| | | All personnel who will be responsible for recovering for an incident have completed this training through a certified trainer and received a completion certificate. |



| multiple resp | participates in a table-top emergency response exercise with onse parties (e.g. Firemen, police, state primacy agency, rural inel, and/or federal officials) – NOTE THIS REQUIRMENT WILL BE |
|------------------------|--|
| | R MANY UTILITIES ESPECIALLY SMALL UTLITIES TO FIND ONE TO ATTEND |
| _ | a rural water program to organize, promote and implement this |
| <mark>program</mark> : | |
| | The utility has participated in an all-hazard emergency response exercise with multiple responders in the area. |
| response pla | e actions have been incorporated into the utilities emergency in based on lessons learned from incident response activities or from ed during table top exercises |
| | The utility has utilized the SEMS module (INSERT TITLE) to update their emergency response plan |
| | The utility has updated their emergency response plan using other mechanisms |
| 10. The utility | has inventoried their response resources |
| | The utility has inventoried their recovery equipment using the SEMS module (INSERT TITLE) |
| | The utility has a list of recovery equipment listed in their emergency response plan. |
| | es acquisition program and communication network during s is aligned with federal standards. |
| | The utility has utilized the SEMS module (INSERT TITLE) to implement the standard resource typing terminology, acquisition procedures, and identified standard interoperable communications with all local emergency response personnel. |
| | The utility has utilized other means to implement the standard resource typing terminology, acquisition procedures, and identified standard interoperable communications with all local emergency response personnel. |



APPENDIX B

NIMS Incident Checklist



NIMS Incident Checklist

| All incidents |
|--|
| Have you chosen an Incident Commander and command staff to assist in recovery? |
| ☐ Do you have a designated Incident Command Post (ICP)? |
| Do you have your a printed copy of your communications and notification plan? |
| ☐ Do you have a list of available resources for recovery? |
| Do you have a document or method prepared to track your resources utilized for recovery? |
| ☐ If assistance is needed from a mutual-aid partner have you contacted them? |
| ☐ Have you recorded any collected samples from your supply? |
| |
| Large Incidents |
| Does this incident require multi-agency coordination? |
| ☐ Where is your Emergency Operations Center? |
| Have you identified which state or local official should review your sampling data? |
| |

Signature of LIC



APPENDIX C

Mutual Aid Agreement



DRAFT

Sample Mutual Aid and Assistance Agreement - Excerpted from "Utilities Helping Utilities: An Action Plan For Mutual Aid and Assistance Networks for Water And Wastewater Utilities"

This Model Agreement contains procedures and standards for a water and wastewater utility Mutual Aid and Assistance Program. The Model is based on existing water and wastewater utility Mutual Aid and Assistance agreements implemented in California, Florida, Texas, and Washington. While the Model shares some similarities with each of the four agreements, it is a unique document in and of itself.

Creating an agreement for Mutual Aid and Assistance involves a number of policy decisions. The Model Agreement proposes specific approaches to Mutual Aid and Assistance Program issues; however, reasonable minds will differ as to whether the approaches presented in the model are the best. Accordingly, notes are included for each provision of the Model Agreement. These notes highlight significant issues that arise in the drafting of a mutual aid and assistance Program and how the Model Agreement approaches those issues. The notes also explain why certain provisions are included in the Model Agreement.

Representatives of the water and wastewater industry can use this Model Agreement as a tool to facilitate discussion on drafting an Intrastate Mutual Aid and Assistance agreement that best illustrates their needs. However, while each intrastate steering committee may revise portions of this Agreement, it is important to note that this Model Agreement allows for inclusion and eventual connection with a national interstate mutual aid and assistance agreement. Because mutual aid and assistance programs require standardized operational procedures, consistency between the intrastate agreements is critical. Thus, major modifications to this Agreement would preclude using it for connection with an interstate program for mutual aid and assistance program.

AGREEMENT

This Agreement is made and entered into by public and private Water and Wastewater Utilities that have, by executing this Agreement, manifested their intent to participate in an Intrastate Program for Mutual Aid and Assistance.



Statutory Authority (cite authorizing state statute, if any) This Agreement is authorized under Section XXX of the (state revised statutes on mutual aid), which provides that Water and Wastewater Utilities may contract with each other to provide services.

Note

Water and wastewater utilities may need statutory authority to enter into agreements for Mutual Aid and Assistance. If there is no statutory authority, a legal question arises as to whether such authority is necessary for a water and wastewater Mutual Aid and Assistance agreement. Both the California and Washington Agreements reference statutory authority. The Florida and Texas Agreements do not.

ARTICLE I. PURPOSE

Recognizing that emergencies may require assistance in the form of personnel, equipment, and supplies from outside the area of impact, the signatory utilities established an Intrastate Program for Mutual Aid and Assistance. Through the Mutual Aid and Assistance Program, Members coordinate response activities and share resources during emergencies. This Agreement sets forth the procedures and standards for the administration of the Intrastate Mutual Aid and Assistance Program.

Note on Article I

Article I briefly describes why water and wastewater utilities established a Program for Mutual Aid and Assistance and the purpose of the Agreement. Inclusion of this Article recognizes the spirit and intent of the Mutual Aid and Assistance Program.

ARTICLE II. DEFINITIONS

- A. Emergency—A natural or manmade event that is, or is likely to be, beyond the control of the services, personnel, equipment, and facilities of a Mutual Aid and Assistance Program Member.
- B. Member—Any public or private Water or Wastewater Utility that manifests intent to participate in the Mutual Aid and Assistance Program by executing this Agreement.
- C. Authorized Official—An employee of a Member that is authorized by the Member's governing board or management to request assistance or offer assistance under this Agreement.
- D. Requesting Member—A Member who requests assistance under the Mutual Aid and Assistance Program.



- E. Responding Member—A Member that responds to a request for assistance under the Mutual Aid and Assistance Program.
- F. Period of Assistance—A specified period of time when a Responding Member assists a Requesting Member. The period commences when personnel, equipment, or supplies depart from a Responding Member's facility and ends when the resources return to their facility (portal to portal). All protections identified in the agreement apply during this period. The specified Period of Assistance may occur during response to or recovery from an emergency, as previously defined.
- G. National Incident Management System (NIMS)—A national, standardized approach to incident management and response that sets uniform processes and procedures for emergency response operations.

Note on Article II

These terms and corresponding definitions are drawn from the four existing water and wastewater agreements for Mutual Aid and Assistance. Only the definition for emergency is noteworthy. The Model Agreement specifies a definition of an emergency that includes disasters that are "likely to be" beyond the control of the participating utility. As explained in the Note for Article V, this permits a participating utility to request assistance prior to the onset of a disaster. The request for aid does NOT require a declaration of an emergency by the local or state agencies, and the aid may be provided during the emergency response or recovery phases. This approach is consistent with the California and Washington Agreements but differs from the Florida and Texas Agreements, which limit requests for Mutual Aid and Assistance to post-disaster periods.

ARTICLE III. ADMINISTRATION

The Mutual Aid and Assistance Program shall be administered through Regional Committees, as needed, and a Statewide Committee. The purpose of a Regional Committee is to provide local coordination of the Mutual Aid and Assistance Program before, during, and after an emergency. The designated regions are consistent with the existing public health or emergency management regions of the state and include (list the regions, for example, one for the Southern Region Members, one for the Northern Region Members, one for the Western Region Members, and one for the Eastern Region Members). Each Region Committee, under the leadership of an elected Chairperson, shall meet annually to address Mutual Aid and Assistance Program issues. Each Regional Committee shall also meet annually to review emergency preparedness and response procedures. The Chairperson of each Regional Committee represents their Regional Committee's interests on the Statewide Committee. In addition to representing the interests of the Members, the Statewide Committee includes representatives from (list other organizations that may have a role to play in the Mutual Aid and Assistance Program, e.g., public health, emergency management, Rural Water Association, American Water Works Association, etc.). Under the leadership of the



Chair, the Statewide Committee members shall plan and coordinate emergency planning and response activities for the Mutual Aid and Assistance Program.

Note on Article III

The Model Agreement conceptualizes a Mutual Aid and Assistance Program administered through regional committees and a statewide committee. Article III formalizes this approach. The concept is drawn from a provision in California's Agreement that establishes a committee system for program administration. The Model Agreement outlines administering the program through regional or "local" committees that could promote coordination and help resolve program issues. However, the sample agreement recognizes that a committee system for Program administration may be too elaborate for some states. There are other, less formal ways to ensure efficient operation of a Mutual Aid and Assistance Program. For example, the Mutual Aid and Assistance agreement could require participating utilities to develop operational and planning procedures. The main objective is to have a well-developed system for Mutual Aid and Assistance whether through establishment of a committee system or a less formal approach. The more organized the utilities are, the less apt emergency response agencies are to step in.

ARTICLE IV. PROCEDURES

In coordination with the Regional Committees, emergency management, and the public health system of the state, the Statewide Committee shall develop operational and planning procedures for the Mutual Aid and Assistance Program. These procedures shall be updated at least annually.

Note on Article IV

Article IV recognizes that an agreement by itself may be insufficient to cover the range of issues that arise in Mutual Aid and Assistance Programs. To have an efficient Program, participating utilities may need to supplement the Mutual Aid and Assistance agreement with a Program guidance document that includes detailed operational and planning procedures. This is the approached taken by the Washington Mutual Aid and Assistance Program. That Program has a Mutual Aid and Assistance agreement that sets forth general procedures and standards. To supplement the agreement, participating utilities developed a Mutual Aid and Assistance Program Manual and a Mutual Aid and Assistance Handbook.



ARTICLE V. REQUESTS FOR ASSISTANCE

Member Responsibility: Members shall identify an Authorized Official and alternates; provide contact information including 24-hour access; and maintain resource information made available by the utility for mutual aid and assistance response.

In the event of an Emergency, a Member's Authorized Official may request mutual aid and assistance from a participating Member. Requests for assistance can be made orally or in writing. When made orally, the request for personnel, equipment, and supplies shall be prepared in writing as soon as practicable. Requests for assistance shall be directed to the Authorized Official of the participating Member. Specific protocols for requesting aid shall be provided in the required procedures (Article IV).

Response to a Request for Assistance: After a Member receives a request for assistance, the Authorized Official evaluates whether resources are available to respond to the request for assistance. Following the evaluation, the Authorized Representative shall inform, as soon as possible, the Requesting Member whether it has the resources to respond. If the Member is willing and able to provide assistance, the Member shall inform the Requesting Member about the type of available resources and the approximate arrival time of such assistance.

Discretion of Responding Member's Authorized Official: Execution of this Agreement does not create any duty to respond to a request for assistance. When a Member receives a request for assistance, the Authorized Official shall have absolute discretion as to the availability of resources. An Authorized Member's decisions on the availability of resources shall be final.

Notes on Article V

1. The Model Agreement sets a low threshold for when Members can request mutual aid and assistance. Article V permits requests for mutual aid and assistance in the event of an "Emergency." An "Emergency" under Article II is defined as "an event that is, or is likely to be, beyond the control of the services, personnel, equipment, and facilities of a Mutual Aid and Assistance Program Member." This definition has two noteworthy characteristics. First, the use of the word "event," rather than "disaster," broadens the situations in which Members can request mutual aid and assistance. Second, an Emergency includes events that are "likely to be" beyond the control of the participating utility. By including the "is likely to be" language, participating utilities can request mutual aid and assistance before an event overwhelms their resources. This approach envisions situations where pre-event response would be necessary to protect human health and property. The Florida and Texas Agreements do not allow for pre-event assistance requests.



- 2. Article V permits oral and written requests for assistance; however, when made orally, the requesting member must put the request in writing as soon as practicable. This approach balances the need to make a quick and prompt request with the need for accuracy.
- 3. The Model Agreement does not provide specific details on the type of information that must be provided when a participating utility requests assistance. This can be provided in the protocols that support the agreement. This approach is in contrast to the Florida and Texas Agreements that do list the information that must be provided when a member makes a request for assistance. Those agreements also require a responding member to provide certain information to the requesting member. Again, the Model Agreement adopted a different approach. Article V only requires responding members to indicate what resources will be provided and when the resources will arrive at the requesting member's facility.
- 4. The Model Agreement provides participating utilities with absolute discretion when deciding whether to respond to a request for assistance. This is consistent with all four existing water and wastewater Mutual Aid and Assistance agreements.

ARTICLE VI. RESPONDING MEMBER PERSONNEL

National Incident Management System: When providing assistance under this Agreement, the Requesting Utility and Responding Utility shall be organized and shall function under the National Incident Management System.

Control: Responding Member personnel shall remain under the direction and control of the Responding Member. The Requesting Member's Authorized Official shall coordinate response activities with the designated supervisor(s) of the Responding Member(s). Whenever practical, Responding Member personnel must be self sufficient for up to 72 hours.

Food and Shelter: The Requesting Member shall supply reasonable food and shelter for Responding Member personnel. If the Requesting Member fails to provide food and shelter for Responding personnel, the Responding Member's designated supervisor is authorized to secure the resources necessary to meet the needs of its personnel. The cost for such resources must not exceed the State per diem rates for that area. The Requesting Member remains responsible for reimbursing the Responding Member for all costs associated with providing food and shelter, if such resources are not provided.

Communication: The Requesting Member shall provide Responding Member personnel with radio equipment as available, or radio frequency information to program existing radio, in order to facilitate communications with local responders and utility personnel.



Status: Unless otherwise provided by law, the Responding Member's officers and employees retain the same privileges, immunities, rights, duties, and benefits as provided in their respective jurisdictions.

Licenses and Permits: To the extent permitted by law, Responding Member personnel who hold licenses, certificates, or permits evidencing professional, mechanical, or other skills shall be allowed to carry out activities and tasks relevant and related to their respective credentials during the specified Period of Assistance.

Right to Withdraw: The Responding Member's Authorized Official retains the right to withdraw some or all of its resources at any time. Notice of intention to withdraw must be communicated to the Requesting Member's Authorized Official as soon as possible.

Notes on Article VI

- 1. The National Incident Management System (NIMS) provides a consistent nationwide approach that allows federal, state, local, and tribal governments as well as private sector and nongovernmental organizations to work together to manage incidents and disasters of all kinds. To be eligible for federal emergency management assistance, water and wastewater mutual aid and assistance programs must meet NIMS standards for emergency preparedness and response.
- 2. The Model Agreement promotes "home" supervisory control over personnel. This approach recognizes that personnel will likely work better with their regular supervisors. To ensure an efficient response, Article VI requires responding member supervisors to coordinate with the requesting member's authorized official.
- 3. Article VI requires the requesting member to supply food and shelter to responding member personnel. This may be too onerous given that the requesting member will be faced with an emergency when it makes a request for Mutual Aid and Assistance. Accordingly, Article VI permits the requesting member to reimburse the responding member for food and shelter costs rather than securing such provisions.
- 4. Article VI includes a provision that allows the responding member to withdraw some or all of its resources at any time. This approach limits the commitment of the responding member. If a situation arose in the responding member's facility, resources could be withdrawn as appropriate. The Model Agreement promotes assistance because participating utilities would be less likely to withhold resources out of concern that they could not respond to needs at their own facilities.
- 5. Licensing and permitting authority will most likely not be an issue for intrastate mutual aid. However, this Agreement is drafted to permit assistance under the Interstate Emergency Management Assistance Compact and an Interstate Mutual Aid and Assistance Program for water and wastewater utilities, if such a program were established (see Article XIX). Because state-issued licensing and permitting credentials vary, it is important to clarify what actions and tasks responding member personnel can take when participating in interstate mutual aid and assistance. The licensing and permitting provision allows the maximum utilization of the professional skills held by responding member personnel. However, it does provide responding member personnel with



authority to conduct activities or tasks that may only be completed by those holding locally issued professional credentials.

ARTICLE VII. COST REIMBURSEMENT

Unless otherwise mutually agreed in whole or in part, the Requesting Member shall reimburse the Responding Member for each of the following categories of costs incurred while providing aid and assistance during the specified Period of Assistance.

Personnel: Responding Member personnel are to be paid for work completed during a specified Period of Assistance according to the terms provided in their employment contracts or other conditions of employment. The Responding Member designated supervisor(s) must keep accurate records of work performed by personnel during the specified Period of Assistance. Requesting Member reimbursement to the Responding Member must consider all personnel costs, including salaries or hourly wages, costs for fringe benefits, and indirect costs.

Equipment: The Requesting Member shall reimburse the Responding Member for the use of equipment during a specified Period of Assistance. As a minimum, rates for equipment use must be based on the Federal Emergency Management Agency's (FEMA) Schedule of Equipment Rates. If a Responding Member uses rates different from those in the FEMA Schedule of Equipment Rates, the Responding Member must provide such rates in writing to the Requesting Member prior to supplying resources. Mutual agreement on which rates are used must be reached in writing prior to dispatch of the equipment. Reimbursement for equipment not referenced on the FEMA Schedule of Equipment Rates must be developed based on actual recovery of costs.

Materials and Supplies: The Requesting Member must reimburse the Responding Member in kind or at actual replacement cost, plus handling charges, for use of expendable or non-returnable supplies. The Responding Member must not charge direct fees or rental charges to the Requesting Member for other supplies and reusable items that are returned to the Responding Member in a clean, damage-free condition. Reusable supplies that are returned to the Responding Member with damage must be treated as expendable supplies for purposes of cost reimbursement.

Payment Period: The Responding Member must provide an itemized bill to the Requesting Member for all expenses it incurred as a result of providing assistance under this Agreement. The Requesting Member must send the itemized bill not later than ninety (90) days following the end of the Period of Assistance. The Requesting Member must pay the bill in full on or before the forty-fifth (45th) day following the billing date. Unpaid bills become delinquent upon the forty-sixth (46th) day following the billing date, and, once delinquent, the bill accrues interest at the rate of prime, as reported by the Wall Street Journal, plus two percent (2%) per annum.



Notes on Article VII

- 1. Mutual Aid programs established in the 1950s did not have cost reimbursement procedures. Rather, program members would provide assistance at no charge, with the understanding that assistance would be provided to them when they were in need. For those utilities that wish to abide by that principle, the initial statement of Article VII allows the requesting and responding member to determine which resources could be exchanged without cost. Because public resources cannot normally be provided to private organizations, this process is appropriate only when the assistance is exchanged between private utilities.
- 2. For those utilities that seek reimbursement for services, Article VII reflects the cost reimbursement procedures set forth in the four existing water and wastewater agreements for Mutual Aid and Assistance. To qualify for FEMA cost reimbursement, this Article must be included in a mutual aid agreement.
- 3. In general, private organizations cannot receive public funds. This rule prevents gifts of private funds to private organizations. However, public funds can be used to reimburse private organizations for costs incurred as a result of providing assistance to a public entity as long as the costs are identified. Accordingly, Article VII requires an itemized bill for all expenses incurred during a Period of Assistance.
- 4. The Model Agreement suggests that procedures include a penalty provision for unpaid bills. Providing a penalty provision will promote timely reimbursement to the requesting member.

ARTICLE VIII. DISPUTES

Any controversy or claim arising out of, or relating to, this Agreement, including, but not limited to, alleged breach of the Agreement, shall be settled by arbitration in accordance with the Rules of the American Arbitration Association. Any court of competent jurisdiction may enter the judgment rendered by the arbitrators as final judgment that is binding on the parties.

Note on Article VIII

Article VIII sets forth a two-tiered process for handling disputes. First, members must try negotiation. If unsuccessful, then the matter must be resolved through arbitration. Arbitration is much faster and less expensive than traditional civil litigation. The Rules of the American Arbitration Association are widely recognized and often cited in arbitration clauses. However, a dispute resolution provision could include specific procedures for arbitration rather than require use of procedures developed by the American Arbitration Association. The Florida and Texas Agreements take this approach.

ARTICLE IX. REQUESTING MEMBER'S DUTY TO INDEMNIFY



The Requesting Member shall assume the defense of, fully indemnify and hold harmless, the Responding Member, its officers and employees, from all claims, loss, damage, injury, and liability of every kind, nature, and description, directly or indirectly arising from Responding Member's work during a specified Period of Assistance. The scope of the Requesting Member's duty to indemnify includes, but is not limited to, suits arising from, or related to, negligent or wrongful use of equipment or supplies on loan to the Requesting Member, or faulty workmanship or other negligent acts, errors, or omissions by Requesting Member or the Responding Member personnel.

The Requesting Member's duty to indemnify is subject to, and shall be applied consistent with, the conditions set forth in Article X.

Notes on Article IX

- 1. Article IX sets forth a comprehensive indemnity provision. The provision requires the requesting member to indemnify responding members and their officers and employees. This requirement protects responding members from the costs associated with civil suits that arise from, or are related to, providing Mutual Aid and Assistance. The Model Agreement allows an indemnity provision that would encourage participating utilities to provide assistance in the event of an emergency.
- 2. However, it is important to recognize that Article IX places an added burden on members that request assistance. The duty to indemnify, along with other requesting member obligations set forth in the Model Agreement, may deter participating utilities from utilizing the Mutual Aid and Assistance Program. An alternative approach is provided in the Florida and Texas Agreements. Those agreements require each member to bear the risks associated with participating in the Mutual Aid and Assistance Program. This includes the risk of facing civil liability that arises from, or is related to, providing Mutual Aid and Assistance. This approach reduces the burdens on members that request assistance under the Mutual Aid and Assistance Program.

ARTICLE X. SIGNATORY INDEMNIFICATION

In the event of a liability, claim, demand, action, or proceeding of whatever kind or nature arising out of a specified Period of Assistance, the Members who receive and provide assistance shall indemnify and hold harmless those Members whose involvement in the transaction or occurrence that is the subject of such claim, action, demand, or other proceeding is limited to execution of this Agreement.



Note on Article X

A lawsuit or similar action that arises from or is related to a Mutual Aid and Assistance response may name all participating utilities as defendants regardless of their involvement in the transaction or occurrence that gave rise to the suit. Article X protects non-responding members from costs associated with lawsuits or similar actions. This protection would encourage participation in the Mutual Aid and Assistance Program. Water and wastewater utilities would not incur additional liability by participating in the Mutual Aid and Assistance Program.

ARTICLE XI. WORKER'S COMPENSATION CLAIMS

The Responding Member is responsible for providing worker's compensation benefits and administering worker's compensation. The Requesting Member shall reimburse the Responding Member for all costs, benefits, and expenses associated with worker's compensation and other claims that arise from or are related to providing assistance under this Agreement. Reimbursement shall be made on a quarterly basis, or on other terms mutually agreed upon by the Requesting Member and Responding Member.

Note on Article XI

Responding member personnel will effectively be working for the requesting member during a period of assistance. Accordingly, Article XI provides that the requesting member is responsible for worker's compensation claims filed by responding member personnel if such claims arise from or are related to providing assistance to the requesting member under the Mutual Aid and Assistance Program.

ARTICLE XII. NOTICE

A Member who becomes aware of a claim or suit that in any way, directly or indirectly, contingently or otherwise, affects or might affect other Members of this Agreement shall provide prompt and timely notice to the Members who may be affected by the suit or claim. Each Member reserves the right to participate in the defense of such claims or suits as necessary to protect its own interests.

Note on Article XII

Article XII recognizes that Members of the Agreement need to know about claims or suits that affect, or might affect, them. The Article also preserves the right of a Member to defend itself in any claim or suit that affects its interests.



ARTICLE XIII. INSURANCE

Members of this Agreement shall maintain an insurance policy that covers activities that it may undertake by virtue of membership in the Mutual Aid and Assistance Program. The scope of the policy must include, at a minimum, coverage for employee faulty workmanship and other negligent acts, errors, or omissions and coverage for meeting the indemnity conditions provided in Articles IX and X.

Notes on Article XIII

- 1. Article XIII requires members to carry insurance to protect against risks associated with participation in the Mutual Aid and Assistance Program. This provision provides a secure means of covering risks associated with participation in the Mutual Aid and Assistance Program.
- 2. A requirement to carry insurance could be alternative to the indemnity provisions provided in Articles IX and X. That is, rather than place the burden on the requesting member to indemnify the responding member, the mutual aid and assistance agreement could provide that all members bear the risks of their own actions. The Florida and Texas Agreements take this approach; however, these agreements do not require participating utilities to obtain insurance.

ARTICLE XIV. EFFECTIVE DATE

This Agreement shall be effective after the Water and Wastewater Utility's authorized representative executes the Agreement and the applicable Regional Committee Chair receives the Agreement. The Regional Committee Chair shall maintain a list of all Members in the respective region. The Statewide Committee Chair shall maintain a master list of all members of the Mutual Aid and Assistance Program.

Note on Article XIV

Article XIV provides a standard approach on the process for participation in the Mutual Aid and Assistance Program. In contrast, the Washington Agreement requires a utility to adopt or authorize the program agreement by resolution. The utility must then execute the agreement and send it to the Washington Association of Sewer and Water Districts.

ARTICLE XV. WITHDRAWAL

A Member may withdraw from this Agreement by providing written notice of its intent to withdraw to the applicable Regional Committee Chair and the Statewide Chair. Withdrawal takes effect 60 days after the appropriate officials receive notice.



Note on Article XV

Article XV recognizes that a Member may decide to withdraw from a Mutual Aid and Assistance Program.

ARTICLE XVI. MODIFICATION

No provision of this Agreement may be modified, altered, or rescinded by individual parties to the Agreement. Modifications to this Agreement may be due to programmatic operational changes to support the agreement. Modifications require a simple majority vote of Members within each region and a unanimous agreement between the regions. The Statewide Committee Chair must provide written notice to all Members of approved modifications to this Agreement. Approved modifications take effect 60 days after the date upon which notice is sent to the Members.

Note on Article XVI

Article XVI recognizes that members may want to modify the Program agreement. There may also be circumstances that require modification of the Program agreement. For example, creation of an interstate water and wastewater utility Mutual Aid and Assistance Program may require agreement modifications.

ARTICLE XVII. PRIOR AGREEMENTS

This Agreement supersedes all prior Agreements between Members to the extent that such prior Agreements are inconsistent with this Agreement.

Note on Article XVII

Members of the Mutual Aid and Assistance Program may already have assistance agreements in place with utilities. Article XVII ensures that existing assistance agreements do not interfere with the operation of the intrastate Mutual Aid and Assistance Program.

ARTICLE XVIII. PROHIBITION ON THIRD PARTIES AND ASSIGNMENT OF RIGHTS/DUTIES

This Agreement is for the sole benefit of the Members and no person or entity must have any rights under this Agreement as a third-party beneficiary. Assignments of benefits and delegations of duties created by this Agreement are prohibited and must be without effect.



Note on Article XVIII

Article XVIII covers issues of contract law that may interfere with the operation of the Mutual Aid and Assistance Program. The prohibition on third-party beneficiaries limits all rights and benefits under the agreement to participating utilities. Thus, a local government could not assert rights under this agreement as a third-party beneficiary. Article XVIII also prohibits the assignment of benefits created by the agreement to third parties. In other words, a participating utility could not assign its ability to request mutual aid and assistance to a non-participating utility. Prohibiting the delegation of duties ensures that only the participating utilities are involved in the Mutual Aid and Assistance Program.

ARTICLE XIX. INTRASTATE AND INTERSTATE MUTUAL AID AND ASSISTANCE PROGRAMS

To the extent practicable, Members of this Agreement shall participate in Mutual Aid and Assistance activities conducted under the State of XXX Intrastate Mutual Aid and Assistance Program and the Interstate Emergency Management Assistance Compact (EMAC). Members may voluntarily agree to participate in an interstate Mutual Aid and Assistance Program for water and wastewater utilities through this Agreement if such a Program were established.

Note on Article XIX

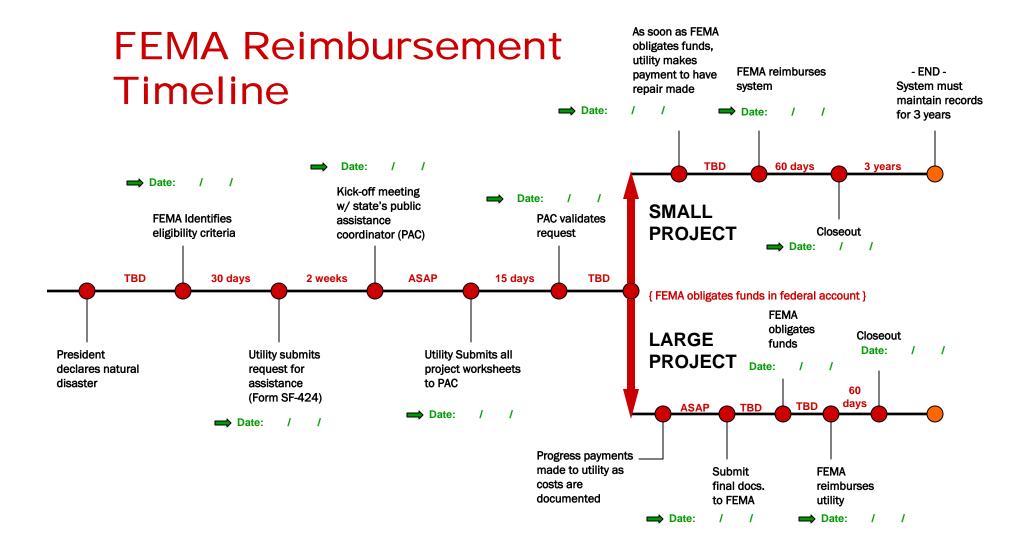
At least 13 states have an overarching statewide mutual aid program. Article XIX requires coordination with the statewide mutual aid program, if one exists. Additionally, Article XIX permits participation in an interstate water and wastewater mutual aid program if one were established.

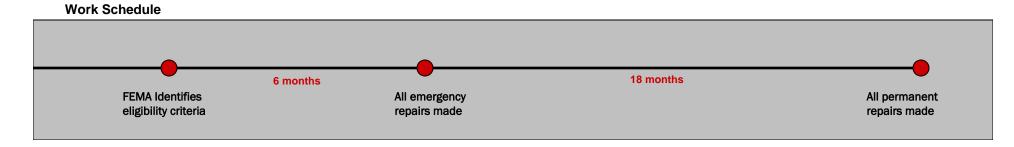
| Agreement, the Water and Was Member of the Intrastate Mutual | n of the covenants and obligations set forth in this stewater Utility listed here manifests its intent to be a Aid and Assistance Program for Water and Wastewater ent on this day of 2006. |
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| Ву: | By: |
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APPENDIX D

FEMA Reimbursement Timeline







APPENDIX E

ICS 205 – Radio Communications Plan

| INCIDENT RADIO COMMUNICATIONS | | 1. Incident Name | 2. Date/Time Prepared | 3. Operational Period Date/Time | | | |
|--|-----------|------------------|-----------------------|---------------------------------|---------|--|--|
| PLAN 4. Basic Radio Channel Utilization | | | | | | | |
| Radio Type/Cache | Channel | Function | Frequency/Tone | Assignment | Remarks | | |
| King | | | | | | | |
| NIFC | | | | | | | |
| King | | | | | | | |
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ICS 205 NFES 1330